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ABSTRACT

Designed for use in a post-masters level course in library science, this model presents background information about the hypothetical library which is the context for the role-playing and in-basket exercises of a governmental library simulation. An organization chart, operations manual, annual report, and other documents serve to convey information to students about the library in which they will be making decisions and solving problems. Pedagogical considerations rather than strict realism determine the design of the documents; they resemble formats used by government agencies, but some have been simplified for value in teaching or ease in use. (Author/PF)

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Post-Master's Education for Middle and Upper-Level Personnel in Libraries and Information Centers

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COURSE I

THE GOVERNMENTAL LIBRARY SIMULATION

FOR THE STUDY OF ADMINISTRATION OF A SPECIAL LIBRARY

PART I

THE FEDERAL LIBRARY MODEL

Martha Jane K. Zachert, Ph.D.

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U.S. DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE
Office of Education
Bureau of Research

IR 001 926

Catholic University's continuing education courses in library science at the post-MLS level have been developed through the creative assistance of many colleagues. Following is a partial list of those contributors (the affiliations indicated are those just prior to, or during, their association with the project.)

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The Catholic University of America's Continuing Education Project in Library Science

The Catholic University of America's Continuing Education Project in Library Science has as its major goal the development of courses adapted to present and future library job requirements. The course materials are designed to meet the actual on-the-job needs of middle and upper-level library personnel who have completed a master's degree in library science and who have gained practical experience in a library environment.

Three courses have been developed by the project: Human Resources in the Library System, The Governmental Library Simulation for the Study of Administration of a Special Library, and Application of Computer Technology to Library Processes. For each set of course materials, the data base which was used was provided by Phase I of the research project,[1] which concentrated on an analysis of job dimensions and educational needs of middle and upper-level library personnel who had a master's degree in library science.

Of the 78 courses to which the respondents in the study reacted, the highest demand was for courses in automation, administration of the governmental library, administrative policies and practices, and human relations in library administration. In the project the assumption was made that curriculum planning for post-MLS courses should combine judgments not only of those performing the jobs, but also of top-level administrators who are setting the standards for hiring and promotion and are in key positions to know what libraries need in additional competencies for personnel in order to meet adequately the needs of clients in a time of great societal and technological change. The top-level library administrators thought the courses most

[1]James J. Kortendick, and Elizabeth W. Stone. Post-Master's Education for Middle and Upper-Level Personnel in Libraries and Information Centers. Final Report, Phase I. (Washington, D.C.: Department of Library Science, The Catholic University of America, 1970) (ED 038 985). Subsequently revised and republished as Job Dimensions and Educational Needs of Middle and Upper-Level Library Personnel (Chicago: American Library Association, 1971).

needed at a level beyond the curriculum of the master's degree program in library science were: human relations in library administration, administrative policies and practices, policy formation and decision making, and automation of library processes.

Through the use of a job inventory, the survey also ascertained what activities the librarians were spending most of their time doing and what activities they considered most important in the performance of their jobs. Far outranking any other activity in the dimensions of both time and importance was : directly supervising and guiding subordinates. The rating by the respondents of the 223 job activities covered in the inventory provided valuable data for determining how much emphasis should be given to different concepts that are presented in each of the three courses that have been developed.

Findings from the questionnaire and the interviews conducted during Phase I of the project shed considerable light on necessary attributes of formal courses at the post-master's level if they are to appeal to practicing librarians. High quality programs and practical courses relevant to their present positions were the two curriculum-centered conditions that were mentioned most often by the respondents. From the free response answers of librarian respondents and their supervisors, it was apparent that quality was equated with interdisciplinary and systems oriented course content which would provide for a wide range of instructional strategies including a multi-media approach. Or, as one respondent expressed it: "New programs should be just that -- new -- based on innovative methods which make full use of the educational technology concepts available today." The criteria put forth by the librarians themselves have served as the guidelines for those developing the three courses which constitute CUA's Continuing Education Project. For example, The Governmental Library Simulation uses simulation as its mode of teaching, while the course Human Resources in the Library System employs a wide variety of structured experiences related to on-the-job library problems.

Throughout, a systems approach has been used which has facilitated the integration of knowledge from many sources with concerns of a particular course. Use of a systems approach in the development of these courses has also involved: (1) specification of behavioral objectives based on actual on-the-job learning needs; (2) assessment of student repertories; (3) development of instructional strategies; (4) testing; (5) revising instructional units (validation); and (6) packaging the course which is to be

administered. Thus, the learning experiences have been designed to produce the behavior specified for each course.

On page iv are the names of our colleagues who have helped in the development of these courses especially designed for librarians at the post-MLS level. Some of them worked on a full-time basis for a given time span; others were part-time or occasional consultants, contributing to some aspect of a course, but all were valued and dedicated collaborators who deserve the gratitude of everyone who cares about the continuing education of librarians and the improvement of library service.

CUA's Continuing Education Project, officially entitled "Post-Master's Education for Middle and Upper-Level Personnel in Libraries and Information Centers," and emanating from the University's Department of Library Science, has received financial support from the Bureau of Research, United States Office of Education and The Catholic University of America.

Rev. James J. Kortendick, S.S.
Elizabeth W. Stone

Directors of CUA's Continuing Education Project in Library Science
Department of Library Science
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FEDERAL LIBRARY MODEL
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THE FEDERAL LIBRARY MODEL

PREFACE

The Federal Library Model is used to present background information about the hypothetical library which is the context for the role-play and in-basket exercises of the Governmental Library Simulation. The only purpose of this model is to carry selected information in a format that can be read and referred to easily. There is no implication that the model offers a standard of library practice to be emulated in other libraries. Nor is there any implication that the formats used in the various documents of the model are typical of, or even analagous to, documents used in any existing federal library. Rather, the significance of the model is that it conveys information to students about the hypothetical library in which they will be making decisions and solving problems.

In point of fact, some of the documents closely resemble existing ones. For example, Document A, Excerpt from the Government Organization Manual, frankly pretends to be part of that publication and follows its form. Other FLM documents are analagous to the working documents of actual federal libraries. Document F, the library section of the agency manual, is an example of this type, based on a well-planned agency manual shown to the simulation designer by an experienced and highly-respected federal librarian. The FLM organization charts, Documents C and D, follow general practice for the presentation of organizational information. The FLM budget information, on the other hand, (Document E) is an unreal simplification designed only to display information needed in several of the problems. In short, in every instance of creating Federal Library Model documents, the consideration has been for value in teaching and ease of use rather than realism for realism's sake.

Pedagogical considerations rather than strict realism were also the determining factors in the design of the model library. Actually, an executive department of the significance of the hypothetical Department of Ecology in Washington Offices would be more likely to have 3500 employees than the 1165 projected in the Federal Library Model, its library more likely to have 75 staff members than the projected 20 or 25. Similar apparent discrepancies could be pointed out about the library's floor plan. It is

unlikely, however, that a class of 75 students would be using this kind of simulation. From the standpoint of pedagogical realism, a class of 8 to 12 students has been assumed. An approximate ratio of 1:3 was projected for the Department of Ecology library staff, and all quantitative and space dimensions were scaled down accordingly.

The Federal Library Model should be read in its entirety at the beginning of study of the Governmental Library Simulation. Students should ask questions that arise from the reading during a discussion period. Since the FLM serves as both a guideline and a statement of parameters for the role-play and in-basket exercises, it is essential that students develop understanding of the model together. It should be referred to in study, in role-play, and in discussion exactly as one would refer to reference sources and file folders in a library work situation.

For technical assistance in the design of the Federal Library Model, the author is deeply indebted to the federal librarians who graciously submitted to interviews which must have seemed strange, indeed, in the nature and juxtaposition of their questions. Special thanks go to Paul Howard who explained, criticized, read, re-read, and in some instances, hassled over the successive drafts. His knowledge and good sense were constant beacons to excellence. Much of the nitty-gritty of the preparation of the documents fell to Vivian Templin. None of these good people is responsible for any flaws that remain.

Martha Jane K. Zachert
Tallahassee, January, 1971

DOCUMENT A

THE DEPARTMENT OF ECOLOGY

Creation and Authority: The Department of Ecology was established by the Ecology Act of December 3, 19x0 (14 Stat. 667; U.S.C. 627). The act, which became effective February 3, 19x1, transferred to and invested in the Secretary of Ecology all the functions, powers and duties of the Commission on Environment Utilization, the Office of Conservation of Natural Resources, and the Bureau of Power Resources of the Department of Interior; the Offices of Biological Interface and Statistical Interpretation of the Department of Agriculture; the Bureau of Pollution Management, the Board of Minority Enterprises and the Office of Legal Sanctions of the Department of Health, Education, and Welfare.

Purpose: The Department was established for the purpose of unifying the administration of activities pertaining to the relationship of living things to their environment with the intent of raising the standard of living and preserving the resources of the nation.

Organization: The organization plan reflects the concept of an executive team comprised of the Secretary and the Heads of the eight operating agencies. The structure of the Department is shown in the organization chart.

Excerpted from The Government Organization Manual, 19x1.

FEDERAL LIBRARY MODEL
DOCUMENT B

Department of Ecology

memorandum

to: Assistant Secretary for Administration

from: Director, DOE Library

date: April 5, 19x5

subject: Transfer of the OAES Library to the DOE Library

In accordance with your memo of March 28, 19x5, I have visited the OAES Library to acquaint myself with the situation and to prepare for the transfer. My report to you follows.

When the Department of Ecology was established in 19x0 there was a unit in the Department of Space which logically should have been placed in DOE along with the units from Agriculture, Interior and HEW. DOS did not want to lose the unit and was able to prevent its transfer. Now, in 19x5, the transfer is finally to take place, though reluctantly from the standpoint of the personnel of the unit and its library.

The Office of Aerial Environmental Surveys is the office in question; its library must now be merged with the DOE Library. The OAES Library consists primarily of aerial photographs and aerial maps -- 50,000 of them -- plus about 3,000 books and 35 journal subscriptions. The OAES Library is growing at the rate of 20-22,000 photographs and maps per year, and approximately 300 books per year. Space must be found for these materials in the DOE Library.

The OAES Library is under the direction of a geographer (MS level) who "picked up" a little library science as a student assistant during his graduate school days. The second in command has had BS training in geography, cartography and biology, but no library science. Between them they have devised a classification scheme for arranging the maps and photographs. This scheme serves also as an index for purposes of information retrieval. Three clerks round out the personnel complement of the Library. Two of those clerks spend their entire time retrieving specific maps and photos on request and refiling them after use. The third clerk is responsible for circulation and reprography. These workers must be incorporated into the DOE Library staff.

The major services of the OAES Library are the archival management of the primary materials, information retrieval in cooperation with the Office's researchers, and a small amount of ready reference work. Typically, a researcher in OAES will ask whether the files contain a certain area map. If not, he will want the available photographs from which to construct a map. A copy of the map is then added to the OAES Library files. If no photographs are available, they are ordered from other staff members. OAES staff are busy continuously with aerial mapping. All photographs and maps related to this activity are fed into the Library files. Fast entry of materials into the system is imperative, as is fast retrieval. No automation of the system has been attempted. The classification scheme is partially satisfactory for retrieval purposes; for the rest, everyone depends on the personal knowledge of the head librarian and his assistant, both of whom have been with the OAES Library since its beginning.

The OAES Library issues a daily list of maps and photographs added to the files. This list is distributed to all personnel of the Office by 2 p.m. each day, and serves as the major current awareness service of the Office. There is no current awareness service for other library materials.

There is no real organization for the books and journals. Books are listed in a catalog by author and title short forms, the citation form being an in-house one. Books are arranged on the shelves in broad subject categories; journals are arranged by titles. Journal subscriptions are controlled by a Cardex system. Head librarian and assistant do this work as it comes to hand; there is no specific break-down of tasks or responsibilities. Both spend most of their time working with the maps and photographs, assisting researchers, and preparing the daily OA bulletin. All of these materials must be integrated into the DOE Library (note especially the instant cataloging backlog we inherit).

FEDERAL LIBRARY MODEL

All of the services to researchers must be continued when the OAES Library is merged with the DOE Library. Experience shows that when a unit such as OAES is merged with a larger agency with a more sophisticated library, the new group of researchers learn of additional services which would benefit them. It should be anticipated, therefore, that the OAES personnel will create an additional workload in relation to DOE Library services as well as a continuance of the workload the OAES Library has experienced. This additional service workload will have to be evaluated in terms of both personnel and materials needed.

Attachment: OAES Library Equipment List

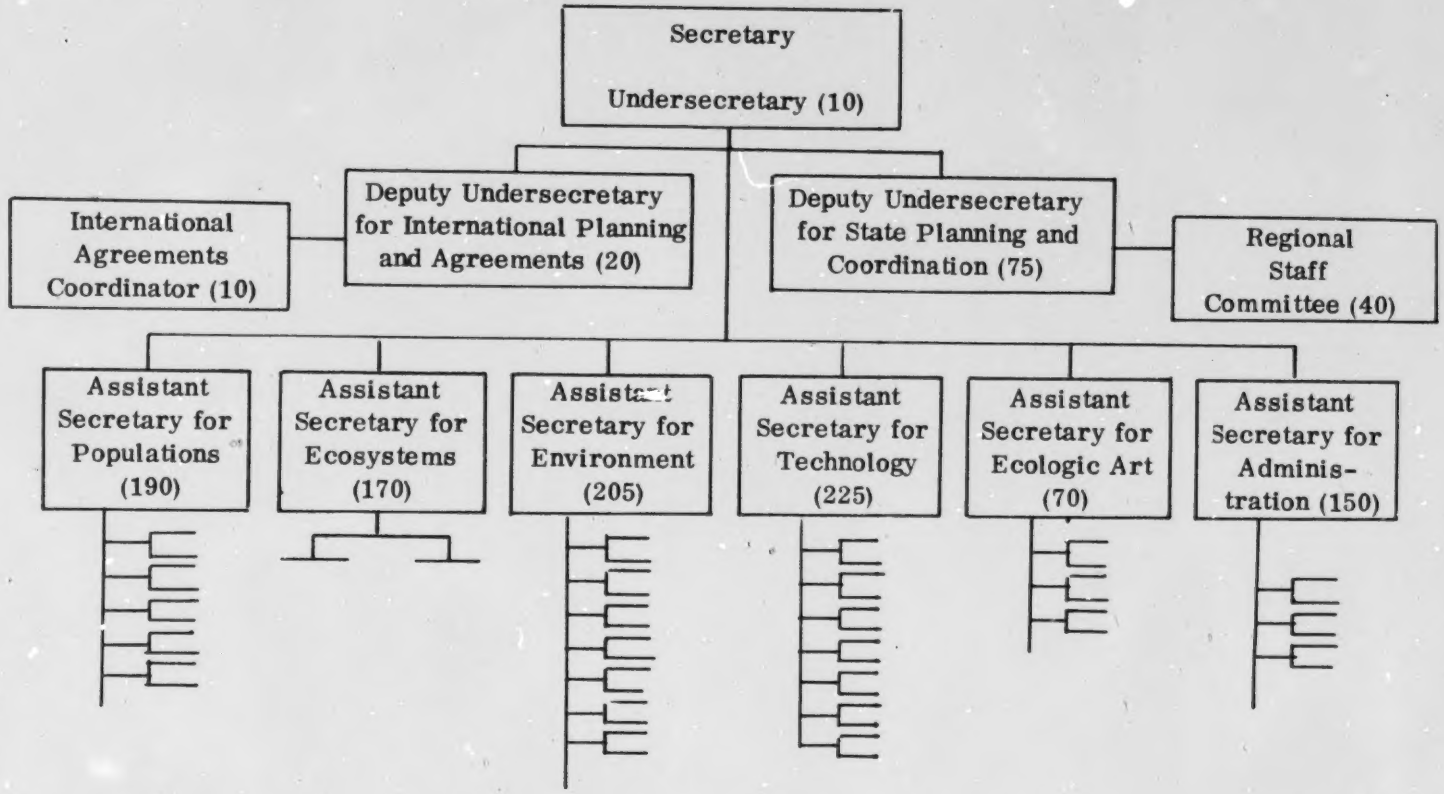
DOCUMENT B:
ATTACHMENT

AERIAL ENVIRONMENTAL SURVEY LIBRARY

Equipment List

Item	Description	Amount
Map Cases	Steel; 5-drawer; stackable 48" x 75" x 16"	4
	Wood; 5-drawer; stackable 24" x 37" x 16"	16
Book Stacks	Steel; 36" x 72" x 12": 7 shelves	
	In use	24
	New	2
Magazine Rack	Wood; 42" x 37" x 17"	1
Card Catalog	Wood; 60" x 41" x 18"	1
Desks	Steel; 60" x 30"	5
Chairs	Steel; upholstered; Stenographic type	5
	Wood for reader's use	8
Tables	Wood; 36" x 72"	2
Typewriters	Underwood Standard: to be discarded	1
	Underwood Standard: good condition	1
	Remington Standard: good condition	1

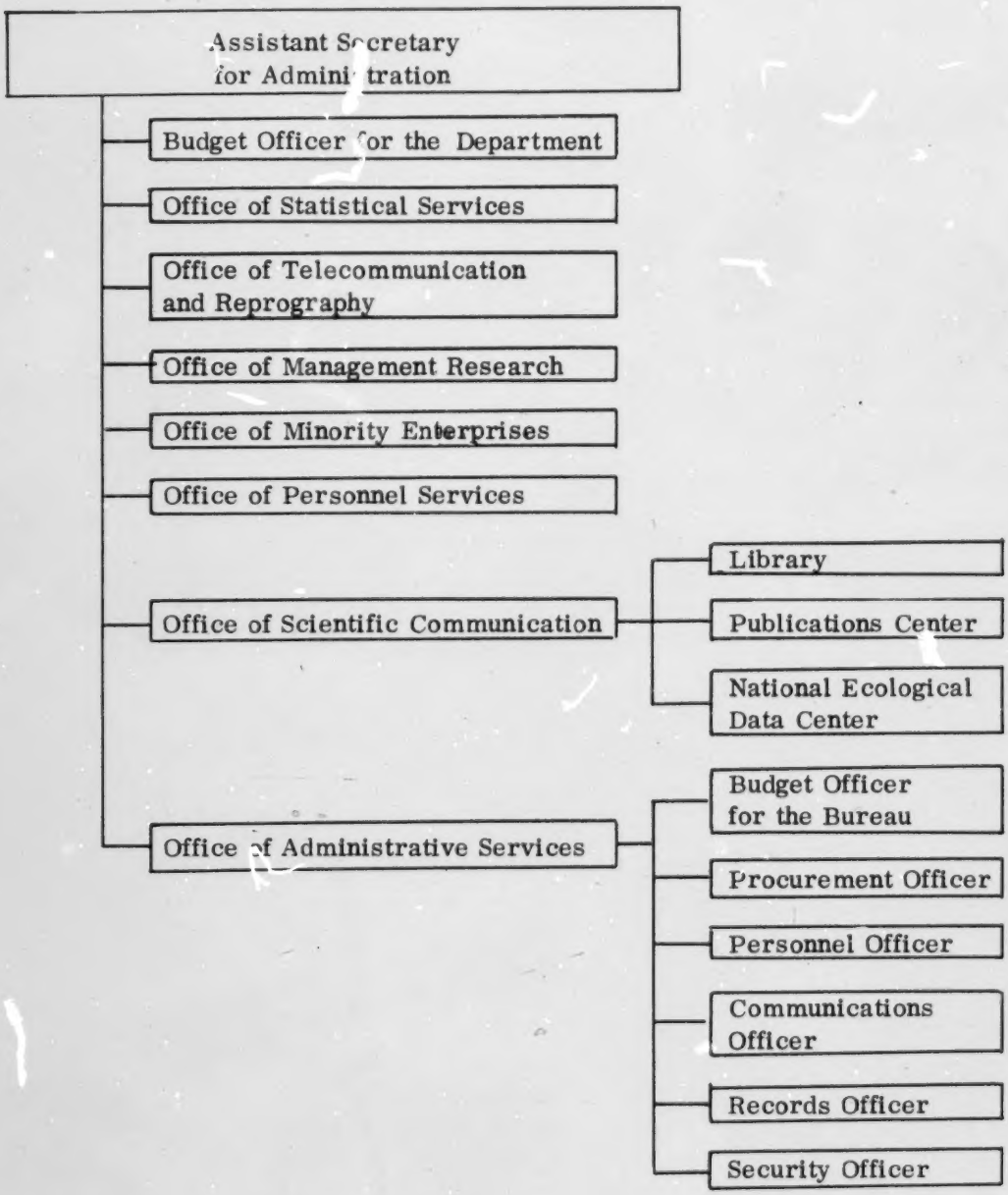
ORGANIZATION CHART: DEPARTMENT OF ECOLOGY
(Includes Staff Strength)


Secretary
Undersecretary (10)
International Agreements Coordinator (10)
Deputy Undersecretary for International Planning and Agreements (20)
Deputy Undersecretary for State Planning and Coordination (75)
Regional Staff Committee (40)
Assistant Secretary for Populations (190)
Assistant Secretary for Ecosystems (170)
Assistant Secretary for Environment (205)
Assistant Secretary for Technology (225)
Assistant Secretary for Ecologic Art (70)
Assistant Secretary for Adminis-tration (150)

FEDERAL LIBRARY MODEL
DOCUMENT C-1

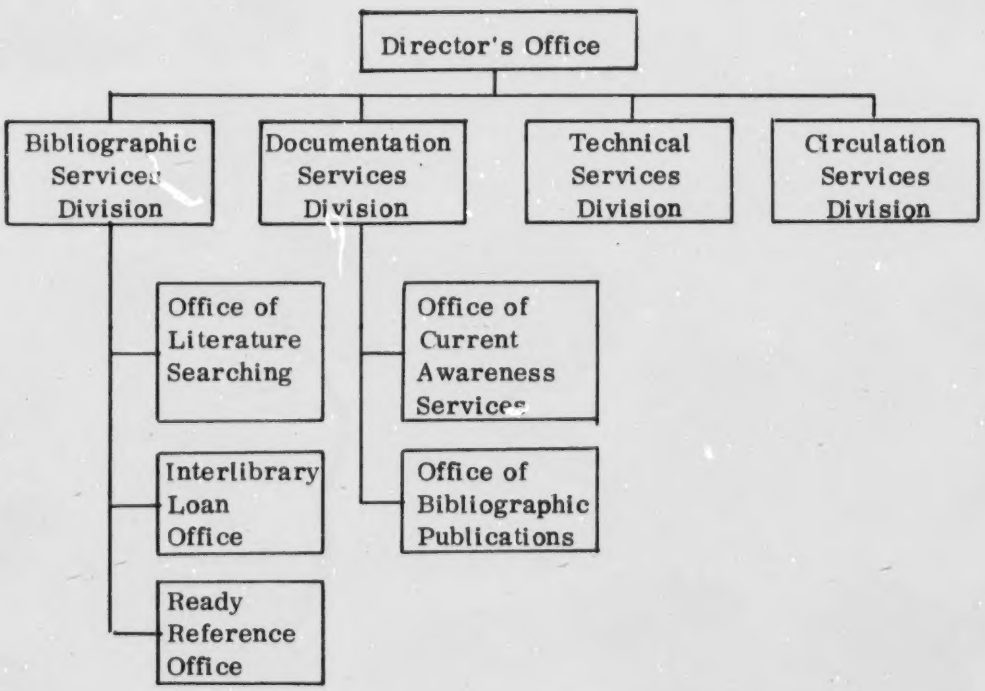
DOCUMENT C-2

ORGANIZATION CHART: DEPARTMENT OF ECOLOGY BUREAU OF ADMINISTRATION



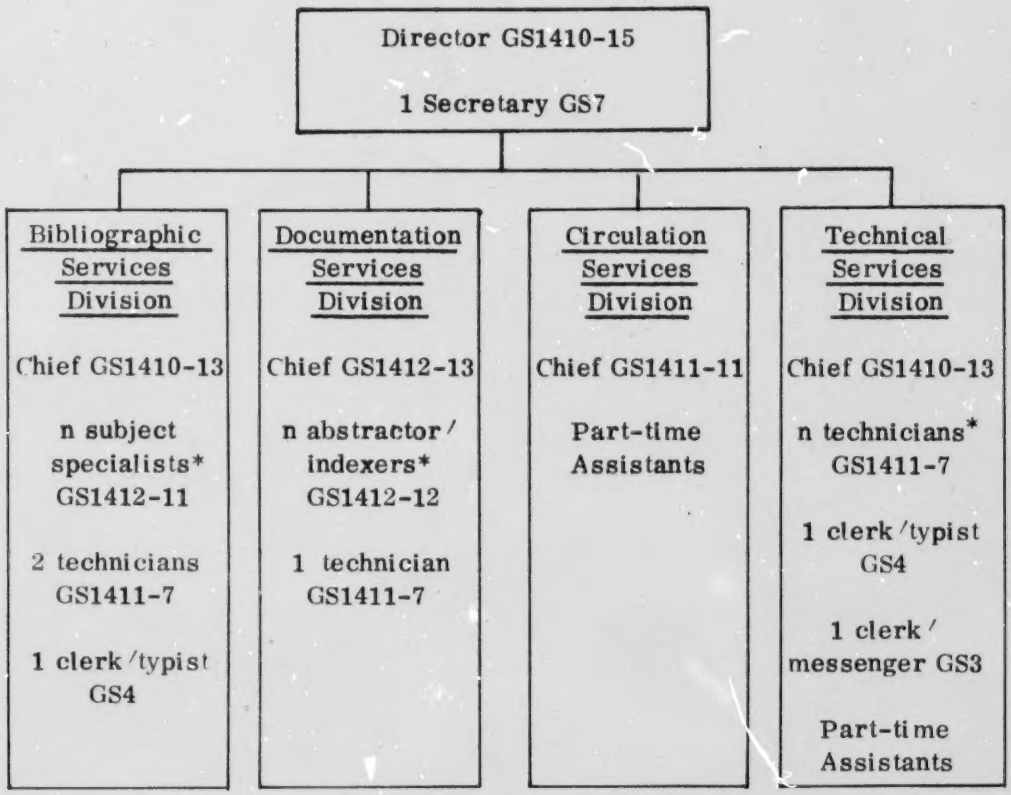
FEDERAL LIBRARY MODEL
DOCUMENT C-3

ORGANIZATION CHART:
OFFICE OF SCIENTIFIC COMMUNICATIONS LIBRARY
(DOE LIBRARY)



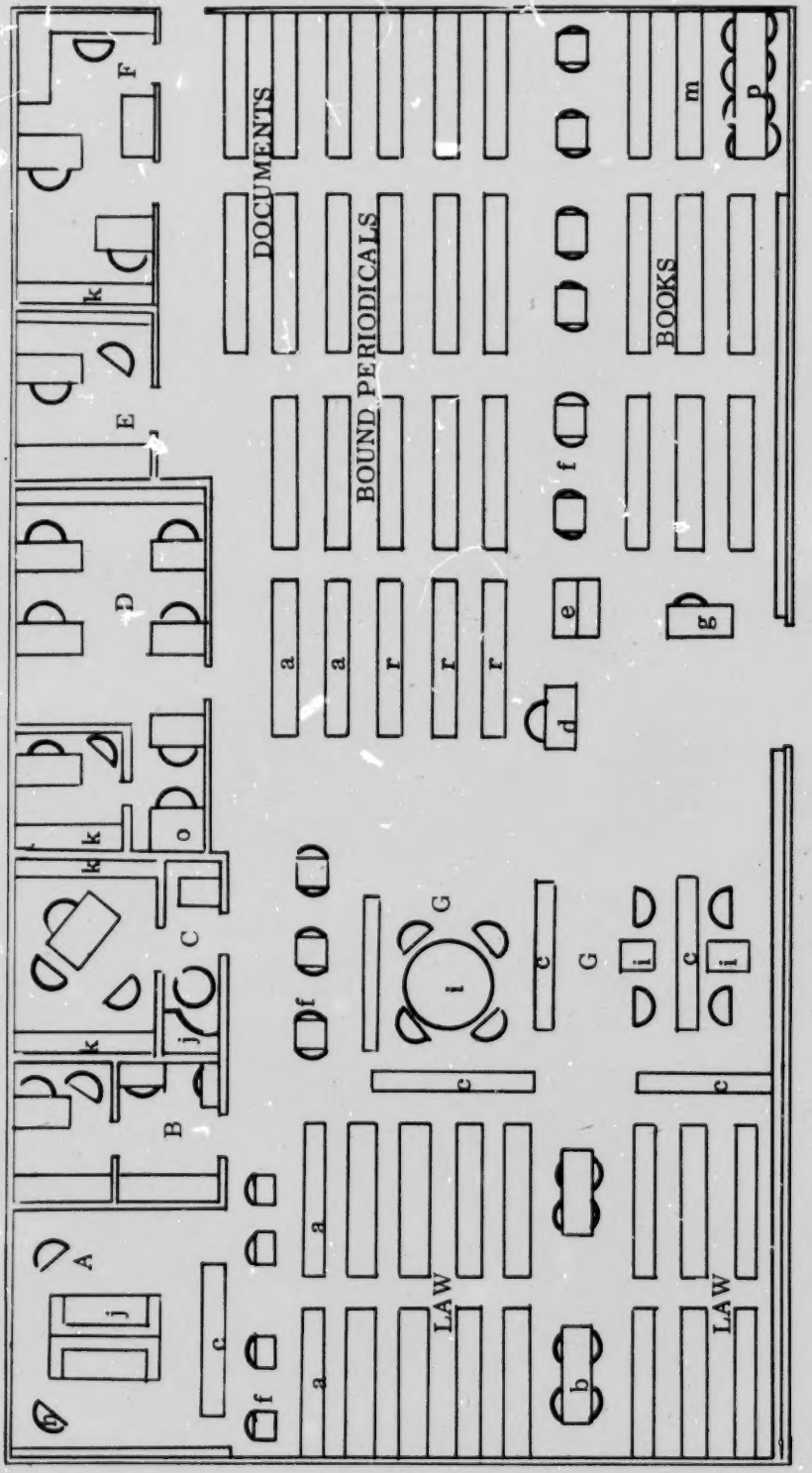
DOCUMENT C-4

STAFFING PATTERN:
DEPARTMENT OF ECOLOGY LIBRARY



Note: Several positions in the DOE Library are represented in the Governmental Library Simulation by one incumbent, whereas in a real library of this size there would be several individuals at the same level. This modification is made to reduce the number of individuals needed for role-playing. The positions are marked with an asterisk; the number is indicated by n.

FEDERAL LIBRARY MODEL
DOCUMENT D



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DOCUMENT D

KEY TO THE FLOOR PLAN OF THE DOE LIBRARY

A	Law Reading Room	d	Ready Reference Librarian
B	Office of Documentation Services	e	Card Catalog
C	Office of the Director of the Library	f	Study Carrels
D	Office of Bibliographic Services	g	Circulation Desk
E	Office of Acquisitions	h	Chair
F	Mail Room	i	Table
G	Reading Area	j	Sofa
		k	Storage
		m	Microform Storage
a	Ranges of Bound Periodicals and Books	o	Teletypewriters
b	Study Tables	p	Reader-Printers
c	Current Periodicals--Counter High	r	Reference Books

FEDERAL LIBRARY MODEL
DOCUMENT E

DEPARTMENT OF ECOLOGY LIBRARY BUDGET
(Excerpt)

	Current Fiscal Year	Projections	
	19x5	19x6	19x7
STAFF:			
Personnel (See Attachment)	181,540	201,509	225,690
Personnel Benefits[1]	19,970	22,167	24,827
Travel[2]	1,800	1,888	1,995
Training Expenses[3]	2,000	2,220	2,486
CAPITAL EXPENSES:			
Electric Typewriter	450	550	560
Micro Reader-Printer	400	440	493
Vertical File	200	222	249
MATERIALS:			
Books (app. 4000)	52,000	57,720	64,646
Periodicals (app. 3600)	64,500	71,595	80,186
Serials (app. 2000)	170,683	189,458	212,193
Microforms (app. 5000)	20,000	22,200	24,864
Miscellaneous	3,000	3,330	3,730
SUPPLIES:[4]	2,250	2,498	2,798
COMMUNICATIONS:[5]	2,760	3,064	3,432

Note: There is no pretense that this is a realistic budget for a departmental library; it is, in fact, closer to the budget for a library somewhat lower in the organizational structure.

[1]Personnel Benefits are calculated as 11 per cent of salaries.

[2]Allowance is made for one-third of the professional staff to attend one national meeting of their professional association yearly, with an

extra amount to be shared among the remaining professional staff to attend local meetings. The allowance includes $200 travel plus $25 per day for a maximum of four days per national meeting. 1/3 x 6 [$200 + 4 (25)]= 2(300) = $600, plus $200 for the local meetings. Since only actual expenses are paid, in some years more staff will be able to attend national meetings, in other years, fewer, depending on distance and length of meeting. Required field trips require approximately $1000 per year.

[3]Allowance is made for one-half of the staff to take one three-semester hour course (or equivalent) per year, at the rate of $75 per semester hour plus $25 for books. 1/2 x 15[(75 x 3) +25] = 8(225+25) =$2000.

[4]Allowance is made at the rate of $150 per staff member. 15 x 150= $2250.

[5]Allowance is made for:(a) one phone for each staff member (15 x 6 = 90) per month (90x12=$1080) plus long distance (3x10 per day= 30 x 225 = $6750); (b) 1500 letters per quarter (1500 x 4 = 6000 x .08 per letter = $480); (c) ILL mailing, $500; (d) 2 teletype terminals, $65 per terminal per month rental, plus $50 per machine per month for messages. 2[(65 x 12) + (50 x 12)] = 2(780 + 600) = 2(1380) = $2760.

FEDERAL LIBRARY MODEL
DOCUMENT E: ATTACHMENT

DOE LIBRARY BUDGET: PERSONNEL DETAIL
(Excluding Part-time Assistants)

Positions	Series	GS Level	Range, Steps 1-10[a]		Present Salary
Chief Librarian	1410	15	22,885-29,752		23,000
Secretary		7	8,098-10,525		8,341
Chief, Bib Ser Div	1410	13	16,760-21,791		16,760
Subject Specialists	1412	11	11,905-15,478	Position A	11,905
				Position B	12,362
Technicians	1411	7	8,098-10,528	Position A	8,098
				Position B	8,584
Clerk-typist		4	5,853- 7,608		5,853
Chief, Doc Ser Div	1412	12	14,192-18,449		15,892
Technician	1412	7	8,098-10,528		9,313
Subject Specialist	1412	12	14,192-18,449		14,192
Chief, Cir Ser Div	1411	11	11,905-15,478		13,276
Chief, Acq Ser Div	1410	12	14,192-18,449		14,817
Technician	1411	7	8,098-10,528		8,098
Clerk		4	5,853- 7,608		6,038
Messenger		3	5,212- 6,778		5,212
					181,540

[a] As of Summer 1970

DOCUMENT F

DEPARTMENT OF ECOLOGY
AGENCY MANUAL

Section R. Library Facilities and Services

A. Scope and Objectives

The mission of the DOE Library is to support agency programs through a variety of information services; to fulfill the bibliographically related information requirements of Department of Ecology personnel; to develop and maintain a comprehensive ecology management library and to disseminate ecology management information to the agency staff members, to Federal officers, to the academic community and to scholars and researchers engaged in serious inquiry. The Library also serves as information advisor to the state and international agencies with which DOE maintains liaison.

B. Organization and Responsibility for Library Services

1. It is the policy of the Department of Ecology to have one central library which shall provide all library needs and services required by Agency personnel in Washington. Field services are supplied by transmission of documents and by telecommunication to field libraries and personnel.

2. The DOE librarian is responsible to the Assistant Secretary for Administration for:

a. Identifying the bibliographically related information requirements of the Agency on a continuing basis: analyzing and organizing these requirements into a rational system: and developing and implementing policies and procedures for the selection, organization and utilization of the resources necessary to fulfill these requirements.

b. Organizing and directing the library for efficient workload management, staffing it with highly qualified personnel and providing necessary training, planning, and budgeting for the most effective

utilization of available resources, and for promoting the full utilization of library services and collections, and providing informative reports on library operations to management.

c. Developing a comprehensive collection of materials in ecology management, supplemented by utilitarian collections in law and other fields related to Agency programs.

d. Purchasing or otherwise acquiring all books, periodicals and other materials added to the library collections or needed for reference use within the guidelines specified in Section E (below).

e. Providing library services such as answering reference and management questions, supplying current awareness services, preparing bibliographies, abstracts, state-of-the-art and other special literature reviews, lending materials, providing interlibrary loan services and routing periodicals.

f. Conducting legal and legislative research, including preparation of digests of the Congressional Record, analytics of appropriation hearings and Congressional Hearings.

g. Publishing literature reviews, digests, abstracts, and bibliographies in areas relating to Ecology, including Ecology Literature (monthly); Ecology Literature Index (annually); Ecology Bibliography Series (periodically).

h. Maintaining a collection of all Department of Ecology publications, both current and historical, for permanent reference purposes.

i. Systematically providing information about the Library's resources, services and programs to encourage maximum utilization of the Library by its various publics through such media as a library handbook, flyers, library tours and oral presentations, reports and articles; maintaining contacts with professional organizations, library schools, and other librarians on matters pertaining to ecology.

j. Coordinating field library services.

.3. Bureau directors, staff officials and regional directors are responsible for:

a. Informing the librarian of their library needs. When a project is expected to involve extensive bibliographic or documentary services on the part of the Library, the earliest possible advance notice should be given to the librarian.

b. Certifying to their need for periodicals necessary to their work.

c. Cooperating with the librarian to insure that all library materials are fully utilized in ecology programs.

d. Reviewing the availability and use of bureau publications when requested to do so by the librarian, and supplying an appropriate number of copies for the Library collection.

C. Library Services and Facilities

1. Library Facilities. The Library is located on the eighth floor of the Department of Ecology Building. Hours are from 8:15 a.m. to 4:45 p.m. Monday through Friday. All stacks are open; a few carrels are available for long-term use. Typewriters may be used in the library; microfilm readers and reader-printers are available. Copying equipment is available on the 8th floor for the convenience of authorized personnel.

2. Availability of Services.

a. All Library services are available to Agency personnel. Requests may be made by telephone, teletype, or memorandum, or on Form 768.

b. Researchers working in the field of ecology may use the Library facilities and secure reference assistance. Borrowing privileges are not available except through interlibrary loan.

3. Reader Assistance and Referral Service. Staff members will explain the arrangement and resources of the library generally, assist readers in selecting and locating publications to meet a particular need, and explain the use of the card catalog, Ecology Literature Index, and other specialized reference tools. They may also refer the patron to related resources within the Agency or in the Washington area,

specialized subject matter experts in the field, or other researchers known to be working in the same subject area.

4. Reference and Research Assistance. The Library staff will answer reference questions requiring factual information in response to specific inquiries; conduct literature searches in required areas. Staff members do not provide interpretations of laws, regulations or involved research; instead, they refer the question to an appropriate specialist.

5. Current Awareness Services. The Library staff identifies, to the fullest extent possible, the specialized interests of the Agency personnel, analyzes them in relation to Library resources and services, and systematically tries to keep staff members abreast of newer materials in their fields through its publications. The Library cooperates with a commercial current awareness service in ecology by providing and interpreting Agency publications in advance of publication. In return, the Library receives copies of the service for distribution and for retention.

6. Bibliographic Services. Upon request of Agency personnel, the Library will compile a bibliography on any subject of interest to the Agency, using its own resources and those of other libraries, as necessary.

7. Loan Services. All materials in the Library, except reference, archival and microform, may be borrowed by Agency employees. Requests and renewals may be made either in person or by telephone. The loan period varies with the type of materials and is indicated on the attached circulation slip. Publications should not be transferred to another borrower without notifying the Library. All materials should be returned to the Library prior to extended leave or separation. If Library materials are still charged to an employee when his property clearance is received in the Library, appropriate measures will be taken through the Budget and Finance Division to secure reimbursement.

8. Interlibrary Loan Services. Upon request, the Library will borrow, for official use, items, including films, from other government libraries or other local sources. Since government libraries limit their interlibrary loan privileges exclusively to materials needed in the conduct of official business, the Library staff cannot accept other types of requests. Publications borrowed from other libraries may be retained only for the loan period designated by the lending library . A uniform

agreement exists among Federal libraries whereby all interlibrary materials shall be kept available for immediate return if the need should arise. In order to retain our borrowing privileges, the Library is obligated to insist that this agreement be honored by borrowers.

9. Periodical Routing. The Library routes major periodicals to Agency personnel. Employees who wish this service make their selections from the Subject List of Periodicals, Form 257, and forward the request to the Library Circulation Division.

10. Legislative Service. The staff will prepare digests, on request, of information in subject areas of interest to Agency personnel that are recorded in the Congressional Record, including both floor and committee action on bills, statements on the floor, public laws signed, hearings scheduled, etc. The Library compiles legislative histories on all new ecology legislation on a current basis.

The Library is responsible for distributing to Agency personnel all bills, reports, documents, hearings and public laws needed in their work. Requests may be made for individual items as the need arises. Copies for extensive distribution should be ordered directly by the appropriate bureau.

D. The Collections

1. Ecological Management. The Library secures and retains permanently all books, pamphlets, brochures, serials, documents, unpublished papers, periodicals, and microforms which relate to ecological management. Selected commercial publications are also maintained currently. Major materials on ecology generally, and state, local and foreign publications are also secured and retained on a selective basis according to prescribed acquisitions policy.

2. Social, and Physical Sciences. The Library selects major materials in the social and physical sciences, including political science, economics, statistics, biology, oceanography, meteorology, sociology, and demographic studies. Only latest editions are kept, and generally the collection is weeded more stringently than the ecology management materials. Retention is determined by use.

3. Ready Reference Collection. Major bibliographic, biographical, statistical and other reference materials are selected for the Library and retained primarily for current use only. Bibliographic and other tools which have cumulative value may be retained permanently.

4. Law Collection. This collection consists of the National Reporter System, the Code of Federal Regulations, citators such as American Digest, Federal Digest, Shepard's, encyclopedic books and other legal research tools. This collection is retrospective for twenty years or less, as current demand indicates.

5. Legislative Reference Collection. This collection contains selected copies of bills, reports, hearings, documents, and public laws from the 70th to the current Congress. In addition, the Library has compiled legislative histories on all major ecology laws. Basic research tools are also included.

6. Periodical Collection. The Library subscribes to or receives free approximately 2000 periodicals in fields of interest to the Department. A Subject List of Periodicals is maintained currently, and a master list of all titles held, both current and noncurrent, is available for reference use. The most recent issues of periodicals are shelved near the entrance to the Library so that users may see them before they are circulated. Periodicals received by the Library are retained for five years. Those which are to be retained permanently are kept in microform.

7. Archives Collection. This collection consists of one copy of every Department of Ecology publication, both historical and current, including all editions. All major releases of the Agency are also available.

E. Development and Maintenance of Collections.

1. Acquisition and Retention Policy. The Library develops and revises as necessary a written acquisitions policy which provides general guidelines for the addition and retention of materials in the collections. The Library solicits recommendations and suggestions from Department personnel for appropriate items to be added to the collection, and for changes in policy.

2. Procurement Policy for Library Collections. The Library purchases or secures free all materials to be added to the Library

collections; evaluates all gifts, and determines whether they should be permanently retained; arranges all exchanges, including the management of all materials deposited with it for exchange; places Agency memberships in professional organizations approved by the Assistant Secretary for Administration; places subscriptions to journals requested by Department personnel for routing.

3. Procurement Policy for Bureaus and Staff Officers. Authorized personnel, through their administrative officers, may request the librarian to secure publications for reference use in their offices. Requisition form 719 should be used.

a. The librarian will review the request, determine whether loan copies are already available, and if not, whether this is an item which the Library would normally add to its collection according to approved acquisition policy, or whether other Department members might also need it.

b. Items to be added to the collection will be ordered and paid for from Library funds, catalogued, and sent to the requesting office through the administrative officer on a long-term loan not to exceed one year.

c. All offices having long-term loans will be inventoried once a year by the librarian with the assistance of the administrative officer. All items will be verified according to location, responsible borrower, and continuing need.

d. Requested items which the librarian determines do not meet library acquisition criteria will be ordered by the Library out of bureau funds as a service. They will not be cataloged, but a record card will be made for each. Items will be stamped "For Permanent Retention" and sent to the requesting office through the administrative officer of the bureau, who will be solely responsible for them.

e. The Library does not order the following classes of materials: (1) multiple copies of publications intended as handouts for informational or training purposes; (2) Government publications, such as The Congressional Directory or the U.S. Government Organization Manual (desk copies); (3) dictionaries, atlases and similar tools needed by various offices and purchased in quantities by the Office of

Administrative Services; (4) office copies of newspapers.

4. Organization of the Collection. All books and near-books are classified and cataloged according to the Library of Congress classification scheme by a contracting agency under the supervision of the Library. Other materials are organized in a manner suitable to their format and expected usage and in such a way as to be conducive of their maximum utilization.

F. Ecology Publications Program

1. Ecology Literature. The Library compiles monthly a selected list of new books, pamphlets, periodical articles, microfilms, government documents and other materials received in the Library. These are classified by subject and annotated as necessary. Internal distribution is made through the Publications Center on the basis of individual requests. Other Federal agencies may receive up to ten copies free on request to the Library. Others desiring to receive the publication may purchase it on annual subscription from the Superintendent of Documents. DOE personnel who wish to borrow items listed may request them by telephone, teletype, or memo, citing the item number only.

2. Ecology Literature Index. A topical index to all materials listed in Ecology Literature is published quarterly, with an annual cumulation, and distributed in the same manner as the monthly list. The index is available in the Library on a current basis in print-out form. A thesaurus of descriptors used in indexing is available in the Library.

3. Ecology Bibliography Series. The Library compiles and updates on a regular schedule a series of annotated bibliographies on special aspects of ecology and ecology management. All bibliographies are reviewed by subject specialists before publication. A current list of bibliographies available will be supplied on request. Copies of individual bibliographies are available to Department staff on request; others may purchase copies from the Superintendent of Documents.

4. Bibliography of Department of Ecology Publications. The Library publishes annually, for internal use, a complete list of publications issued by the various bureaus and staff offices during the year. A subject index in included. The index for the current year may be used,

pre-publication, in the Library. Information compiled for this bibliography is supplied to both government and commercial indexing agencies, and is therefore not distributed to the general public by the Library.

5. Selected Ecology Publications of Federal Agencies. The Library issues quarterly for distribution to DOE personnel a selected list of ecology publications received on exchange from various Federal agencies, with a single index. Individuals may secure retention copies of publications listed by applying to the issuing agency; loan copies are available from the Library. DOE personnel who wish to borrow items from the list may request them by telephone, teletype or memo, citing item number only.

FEDERAL LIBRARY MODEL
DOCUMENT G

DEPARTMENT OF ECOLOGY LIBRARY
ANNUAL REPORT 19x4

Summary of Personnel

POSITIONS AUTHORIZED

ADMINISTRATION:

Director (GS15):	Performs over-all administration of library: coordinates liaison with field units of DOE.
Secretary (GS7):	Performs routine secretarial duties for Director.

BIBLIOGRAPHIC SERVICES DIVISION:

Chief (GS13):	Directs the provision of personal reference and bibliographic services; administers the Division.
Subject Specialists (GS11):	Two positions; conduct literature searches and prepare bibliographies on demand.
Technicians(GS7):	Position 1, Reference Technician, answers non-complex questions, aids users in locating materials in library and in using bibliographic tools. Position 2, Interlibrary Loan Technician, locates materials in other libraries and performs routines of borrowing.
Clerk/Typist(GS4):	Performs general clerical and typing duties for the Division.

DOCUMENTATION SERVICES DIVISION:

Chief (GS12):	Directs the computer managed dissemination and bibliographic services; administers the Division.
Abstractor/ Indexers (GS12):	Two positions; abstract periodical articles, code bibliographic information for computer.
Technician (GS7):	Performs routine coding and computer liaison.

CIRCULATION SERVICES DIVISION:

Chief (GS11):	Administers the Division; trains part-time assistants; directs lending and dissemination activities.
Part-time Assistants:	Perform Division routines under direction.

ACQUISITION SERVICES DIVISION:

Chief (GS12) :	Administers the Division; directs the acquisition of materials; supervises the contracts for cataloging and preparation of materials.
Technician(GS7):	Performs routine duties under direction.
Clerk/Typist(GS4):	Performs clerical duties for the Division.
Clerk/ Messenger (GS3):	Performs routine duties of mail clerk, stock clerk, and messenger, under direction.

PROBLEMS

1. Several positions have higher requirements than their ratings indicate. These positions are hard to fill, and to keep filled, because of the technical level of the work performed in relation to salaries paid. Employees quickly become dissatisfied when they compare their responsibilities with those of others who have similar or even higher ratings.

   The following positions fall within this category:
   Chief, Circulation Services Division
   Chief, Documentation Services Division
   Reference Technician, Bibliographic Services Division
   Technician, Documentation Services Division.

2. In some cases advancement to a higher grade has been denied, and, as a result, valuable employees have left to take positions where they could receive promotions more rapidly. Not only does the Department lose the benefits of their experience, but the long training period necessary with each new employee causes an undue burden on the entire library staff. At times, this situation causes inconvenience to library users.

3. In addition to the established positions described above, several new positions are needed. DOE field offices have multiplied in the last two years more rapidly than was anticipated, and the resulting

branch library work has therefore increased exponentially. Demands on the DOE Library, as the responsible back-up library for all field agencies, have thus increased proportionately, frequently causing severe limitations in the library's ability to carry out planned services. Two new positions are needed to meet this added work load in the immediate future, and realistic long-range planning should begin.

Liaison Librarian (GS12): Full-time, duties to include coordination of interlibrary work between DOE Library and branch libraries, and the training of semi-professional personnel in the branch libraries in order to relieve DOE Library of some of the overload.

Clerk/Typist (GS4): Full-time, duties to include many clerical tasks now performed by Chief, Circulation Services Division, and by part-time assistants. A full-time trained person in this position would free the Chief, CSD, to plan updating of the circulation system to meet more efficiently the increased requests from the branches.

DEPARTMENT OF ECOLOGY LIBRARY
ANNUAL REPORT 19x4

Statistical Abstract

TABLE I. BIBLIOGRAPHIC SERVICES

A. Reader Service Transactions

Type of Transaction	19x4				19x3			
	In-House	Other Federal Agencies	Liaison Agencies	TOTAL	In-House	Other Federal Agencies	Liaison Agencies	TOTAL
1. Ready Reference Question	7750	1275	1275	10300	6970	1150	1147	9267
2. Reader Assistance	2550	125	125	2800	2240	112	115	2467
3. Reader Referral	2550	125	125	2800	2240	110	112	2462
4. Literature Search	425	10	25	460	385	8	22	415
5. Bibliography Compiled	65	10	15	90	60	7	13	80
6. State-of-the-Art Review Compiled	115	0	10	125	103	1	8	112
7. Legislative Digest	80	0	0	80	72	0	0	72
8. Legislative History	15	0	0	15	13	0	0	13
Total Transactions	13550	1545	1575	16670	12083	1388	1417	14888

DOCUMENT H

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A. Reader Service Transactions (Continued)

Type of Transaction	19x2				19x1			
	In-House	Other Federal Agencies	Liaison Agencies	TOTAL	In-House	Other Federal Agencies	Liaison Agencies	TOTAL
1. Ready Reference Question	5995	1079	1034	8108	5635	1014	998	7647
2. Reader Assistance	1945	96	95	2136	1820	87	82	1989
3. Reader Referral	1926	96	90	2112	1804	85	98	1987
4. Literature Search	343	7	10	360	322	4	8	334
5. Bibliography Compiled	51	7	6	64	20	5	4	29
6. State-of-the-Art Review Compiled	88	0	7	95	35	0	0	35
7. Legislative Digest	62	0	0	62	25	0	0	25
8. Legislative History	11	0	0	11	5	0	0	5
Total Transactions	10421	1285	1242	12948	9666	1195	1190	12051

TABLE I. BIBLIOGRAPHIC SERVICES (continued)

B. Housekeeping Transactions

	Type of Transaction	19x4	19x3	19x2	19x1
1.	Items selected for purchase[a]	5550	6500	4940	6655
2.	Items searched, but not acquired[b]	2015	1780	1450	725
3.	Items weeded[c]	4000	1425	1250	100
	TOTAL	11565	9705	7640	7480

Notes: [a]Represents bibliographic work incidental to the internal selection of library materials. Bibliographic verification required for purchase requests made by library users is included under Acquisition Services, Table IV.

[b]Represents bibliographic work incidental to searching, but not included under Item 1, above, or Table IV, because no purchase resulted.

[c]Represents bibliographic work incidental to maintanence of internal records for material withdrawn from the collection.

TABLE II. DOCUMENTATION SERVICES

A. Reader Service Transactions

	Type of Transaction	19x4	19x3	19x2	19x1
1.	Current awareness profiles negotiated	360	310	285	235
2.	Current awareness printed-out	5400	4650	3410	1410
3.	Demand bibliography printed-out	75	40	0	0
	TOTAL	5835	5000	3695	1645

TABLE II. DOCUMENTATION SERVICES (continued)

B. Publication Services

	Publication	Number of Issues Prepared 19x4	19x3	19x2	19x1
1.	Ecology Literature	12	12	12	6
2.	Ecology Literature Index	4	4	4	2
3.	Selected Ecology Publications of Federal Agencies	4	4	4	0
4.	Bibliography of DOE Publications	1	1	1	1
5.	Ecology Literature Thesaurus	1	1	1	1
6.	Subject List of Periodicals	1	1	1	1
7.	Ecology Bibliography Series	12	6	8	2
	TOTAL	35	29	31	13

TABLE III. CIRCULATION SERVICES

A. Loan Transactions

	Type of Transaction	Books and Pamphlets	Journal Issues	Documents
1.	DOE Loans			
	In-House	19125	3825	2550
	Teletype	1000	125	380
2.	Interlibrary Loans			
	Outgoing	1275	0	275
	Incoming	1280	50	130
	TOTAL	22680	4000	3335

B. Reprography Transactions

	Type of Transaction	Books and Pamphlets	Journal Issues	Documents
1.	Microform print-out	1000	300	1050
2.	Hard copy xerox[a]	2000	500	700
	TOTAL	3000	800	1750

Note: [a]For Field Agency and Liaison Agency personnel only. Personnel in the Ecology Building xerox their own in the Reprography Center on the third floor.

TABLE III. CIRCULATION SERVICES (continued)

C. Library Publications Circulated[a]

Type of Transaction	19x4	19x3	19x2	19x1
1. Library Periodicals Routed	1275	1055	900	850
2. Ecology Bibliographic Services Distributed	1550	1275	1125	60
TOTAL	2825	2330	2025	910

Note: [a]Other Library publications are distributed by the Office of Personnel Services.

TABLE IV. ACQUISITION SERVICES

A. Materials Acquired

Type of Material	19x4	19x3	19x2	19x1
1. Books	4000	4000	3500	3500
2. Journals (Titles)	2000	1750	1250	1000
3. Serials (Titles)	4000	2500	1000	1000
4. Documents	14000	12500	11000	12500
5. Pamphlets	1850	1700	1000	1000
6. Microforms	1000	900	500	300
7. Archival Items	775	650	550	520
8. Other[a]	450	450	300	450
TOTAL	28075	24400	19100	20270

B. Materials Discarded

Type of Material	19x4	19x3	19x2	19x1
All Materials (i.e. Items)[a]	4000	1425	1250	100

Note: [a]Includes reprints, unpublished papers, in-house bibliographies, legislative digests, literature reviews, etc.

FEDERAL LIBRARY MODEL
DOCUMENT J

DEPARTMENT OF ECOLOGY LIBRARY

PROFESSIONAL BOOK SHELF

SKILLS: LOCATING INFORMATION

Biological and Agricultural Index. New York: H.W. Wilson Co., 1964-

Henderson, Isabella F. and Henderson, William D. A Dictionary of Biological Terms. 8th edition. Princeton, N.J.: Van Nostrand, 1963.

Kerker, Ann E. and Schlundt, Esther M. Literature Sources in the Biological Sciences. Lafayette, Indiana: Purdue University Libraries, 1961.

Library Literature. New York: H.W. Wilson Co., 1936-

Library and Information Science Abstracts. London: Library Association, 1969-

Public Affairs Information Service Bulletin. New York: Public Affairs Information Service, 1915-

Winchell, Constance M. Guide to Reference Books. 8th edition. Chicago: American Library Association, 1967.

_____. Supplements.

SKILLS: COMMUNICATIONS

Andersch, E.G. and others. Communication in Everyday Use. 3d edition. New York: Holt, Rinehart & Winston, 1969.

Beer, Stafford. Decision and Control. New York: John Wiley & Sons, 1966. See Section VI:"The Outcome for Government."461-95. Those at the head of hierarchical organizations bring

upon themselves biased advice and information. They become "cocooned" by their staff so that their greatest problem is finding out about the state of the real world because of the error-controlled feedback messages which that world creates.

Breth, R.D. Dynamic Management Communications. Reading, Massachusetts: Addison-Wesley, 1969.

Bureau of National Affairs, Inc. Upward Communications. Washington, D.C.: BNA, 1964.
Gives communication techniques -- formal and informal --including "grapevine" and why such techniques are/ are not effective.

Cort, Robert P. Communicating with Employees. Waterford, Conn.: National Foremen's Institute, 1963.

Davis, K. "Grapevine Communication among Lower and Middle Managers." Personnel Journal 48 (April 1969) 269-72.

Gallagher, W.J. Report Writing for Management. Reading, Mass.: Addison-Wesley, 1969.

Gemmill, Gary. "Managing Upward Communications." Management Review 59 (May 1970) 25-8.

LeBreton, P.P. Administrative Intelligence-Information Systems. Boston: Houghton-Mifflin, 1969.

U.S. Air Force. Guide for Air Force Writing. Washington, D.C.: Government Printing Office, 1969. (AF Pamphlet 10-1; $1.25)

U.S. Department of Health, Education, and Welfare. Getting Your Ideas Across Through Writing. Washington, D.C.: Government Printing Office, 1950. (Training Manual No. 7, $ .20)

U.S. Department of the Interior. Gobbledygook Has Gotta Go. Washington, D.C.: Government Printing Office, 1966. ($ .55)

U.S. General Services Administration. Guide Letters. Washington, D.C.: Government Printing Office, 1955. (Records Management Handbook: Managing Correspondence. $ .20)

_____. Plain Letters. Washington, D.C.: Government Printing Office, 1955. (Records Management Handbook: Managing Correspondence, $ .30)

Wiley, J. Barron. Communication for Modern Management. Elmhurst, Illinois: Business Press, 1966.

This is neither a how-to-do-it manual nor an in-depth discussion, but rather a guideline indicating the areas of communication which can take advantage of audiovisual media. The advantages, disadvantages and problems involved in using the various media are presented in relation to use in an industrial setting in simple language with many illustrations.

ADMINISTRATION:

Business Periodical Index. New York: H.W. Wilson Co., 1958-

A cumulative subject index to the periodicals in the fields of accounting, advertising, banking and finance, general business, insurance, labor and management, marketing and purchasing, office management, public administration, taxation, specific businesses, industries, and trades.

Coman, Edwin T. Sources of Business Information. Rev. ed. Berkeley: University of California Press, 1964.

A manual and guide to selected sources, with commentary and annotations, listing: bibliographies, compends, handbooks, yearbooks, and annual summary numbers of periodicals, general and specialized books and periodicals. Covers: generalities, statistics, finance, real estate and insurance, accounting, automation, management, personnel and industrial relations, marketing and advertising, public relations, basic industries, foreign trade, etc.

Limited to American and Canadian publications with few from England.

Hinrichs, Harley H. and Taylor, Graeme M. Program Budgeting and Benefit-Cost Analysis. Cases, Text, and Readings. Pacific Palisades, Calif.: Goodyear Publishing Co., 1969.

The introduction is very good. There are 100 pages devoted to a survey of use of 11 federal agencies of the discounting technique in evaluating future programs. The conclusion includes a discussion of PPB--Progress and Potentials.

Hovey, Harold A. The Planning-Programming-Budgeting Approach to Government Decision-Making. New York: Praeger, 1969.

Lopez, Felix M. Personnel Interviewing: Theory and Practice. New York: McGraw-Hill Book Co., 1965.

Very good. Takes the reaction of the interviewee heavily into consideration. Discusses (1) information exchange: firing, coaching, survey; (2) problem solving: performance appraisal, counseling, problem employee; and (3) decision making: initial selection and evaluation. At the end are hints on how to learn to interview.

Newman, William H. Administrative Action: The Techniques of Organization and Management. 2d. ed. Englewood Cliffs, N.J.: Prentice-Hall, 1963.

The basic elements of administration are focused in practical terms rather than theoretical. The book is built around the underlying processes of planning, organizing, assembling resources, supervising and controlling. Basic knowledge about the process is established followed by applications -- all in an elementary textbook suitable for review.

Personnel Literature. U.S. Civil Service Commission Library, Washington, D.C.: Government Printing Office, 1941- . Monthly.

A classified, annotated list of recent books, articles and government documents on such personnel topics as: communication techniques, creative thinking, performance evaluation, selection, systems and procedures, writing improvement, job satisfaction.

Shaffer, Kenneth. Library Personnel Administration and Supervision. 2d.ed. Hamden, Conn.: Shoe String Press, 1963.

Thirty-four case studies specifically on library situations, followed by questions. (There may be a lead to problem #11 among them. The philosophy behind the approach for teaching Library

Science Administration at Simmons College this way is on pp. 3-9.)

Wasserman, Paul. Information for Administrators: A Guide to Publications and Services for Management in Business and Government. Ithaca, N.Y.: Cornell University Press, 1956.

A manual covering various types of information sources useful to business administrators, including agencies, libraries, associations, etc. Commentary covers domestic and foreign government publications, legislative data, business services, periodicals and newspapers, statistical data, trade and professional associations, Chambers of Commerce, local sources, reference books, etc. The appendices supply useful pertinent addresses, predominantly foreign.

GOVERNMENT:

CQ Almanac. Washington, D.C.: Congressional Quarterly Service, 1945- annual.

Distills, reorganizes and cross indexes the previous year's activities of the Congress, politics and lobbying. It includes tabulations of every roll call vote for both the House and Senate; major legislation subdivided into categories of legislation; Presidential messages and statements plus an over-all review of the Congressional session and Supreme Court highlights. It is primarily a book of facts, not interpretation.

CQ Guide to Current American Government. Washington, D.C.: Congressional Quarterly Service, 1961, semi-annual.

A handbook arranged and written primarily for the study of American government by providing current illustrations of the continuing interplay of forces within the political system. It shows how the President, Congress and Judiciary act and react with one another and how such forces as politics, changing social pressures, new administrations, current issues and lobbying influence government.

CQ Weekly Report. Washington, D.C.: Congressional Quarterly Service, 1942-

A digest of Congressional and political activity. It includes full texts of Presidential press conferences, major statements, messages and speeches.

Federal Library Committee. Newsletter. Washington, D.C.: Federal Library Committee, 1965- .

Peters, Charles, and Timothy J. Adams. Inside the System: A Washington Monthly Reader. New York: Praeger, 1970.

Specially selected articles from The Washington Monthly designed to give the reader a behind-the-scenes view of how the government operates.

Schick, Frank Leopold. Survey of Special Libraries Serving the Federal Government. Washington, D.C.: Government Printing Office, 1968.

A report dealing with the activities and functions of Federal libraries as deduced from a statistical analysis of specially designed questionnaires. It provides specific information on the establishment and location of the specialized libraries serving the Federal government, their organization, staff and operating expenditures. Data are given for the primary subject area of these collections and primary occupations of their users. Library functions performed traditionally and by automation are tabulated.

Strauss, William. Guide to Laws and Regulations on Federal Libraries. New York: R.R. Bowker Co., 1968.

The service given by a library may depend on appropriated funds authorized by a statute that does not mention the specific service. This compilation and analysis of the laws and regulations scattered through the United States Code, the Code of Federal Regulations and regulations issued in various governmental agencies which govern Federal libraries is designed to show the source of libraries' authority and the manner in which governmental regulations allow them to perform their service. The types of Federal libraries are identified,and their operating functions are described in detail. The archival functions and all aspects of publications including security classification, censorship, translation and copying, and "conflict of interest" are examined. The general area of personnel is broken down into classification standards, position requirements, internships, pay and travel allowances and analyzed.

United States Government Organization Manual. Washington, D.C.: Government Printing Office, 1935- . Annual.

The official organization handbook of the federal government, giving information on the organization, activities, and current

officials of the various departments, bureaus, offices, commissions, etc., with descriptions of quasi-official agencies and selected international organizations: charts of the more complex agencies; and appendices related to abolished or transferred agencies, to government publications, etc.

The Washington Monthly. Washington, D.C.: Washington Monthly, 1969- .

A monthly magazine whose purpose is to illuminate the American political system with disciplined fact-finding and analysis. Articles discuss why and where the system breaks down, and what can be done about it; what needs changing, what needs support.

INTERPERSONAL RELATIONSHIPS:

Argyris, Chris. Interpersonal Competence and Organizational Effectiveness. Homewood, Ill.:The Dorsey Press, Inc., 1962.

An experimental study of a model of a system with inputs, outputs and feedbacks showing how interpersonal relations and the administrative competence of executives influence organizational structure, interdepartmental conflict and cooperation, rational decision making as well as policy formulation and execution. The index is poor, but the table of contents is sufficiently detailed that the reader can find specific subject areas. Part II: "Diagnosis and Feedback" gives a particularly clear-cut picture of the interpersonal and organization problems executives face, such as establishing the facts, the unpopularity of being a dissenter and management by crisis.

Chapman, A.H. Put-offs and Come-ons. New York: G.P. Putnam's Sons, 1968.

Similar to Games People Play, this book discusses the ways in which people conflict with one another, manipulate one another, vie with one another, annihilate one another. Each chapter takes up maneuvers and strategems which are the put-off/come-on forces of a class of individuals, e.g., mother, father, adolescent, older person; and/or a class of groups, e.g., couples, the business or

professional world, social groups. These patterns of behavior illustrate how people put their feelings into action to get what they want and to satisfy their needs.

Haire, Mason, (ed.) Modern Organizational Theory. New York: John Wiley and Sons, Inc., 1959.

A series of papers first read at a symposium held by the Foundation for Research on Human Behavior. Topics covered include: the conflict between personality and organization, the structure of organizations, decision theory, the ecology of organizations, viability and the forces tending to destroy organizations.

Heckmann, I.L. and Huneryager, S.G. Human Relations in Management. 2d. edition. Cincinnati, Ohio: South-Western Publishing Co., 1967.

A reader designed to be used as a textbook or reading adjunct, it covers the most pertinent and basic knowledge about behavior, motivation and relationships of famous articles, mostly sponsored by the American Management Association. The liberally sprinkled footnotes plus the bibliography make it a springboard for a study in depth.

Kahn, Robert L. and others. Organizational Stress. New York: John Wiley and Sons, 1964.

The book reports on studies concerned with the nature, causes and consequences of role conflict and role ambiguity. The conflict/ambiguity base is expanded to include work induced disruption of individual and family life; the relationship of status; certain criteria of health and illness behavior; personal evaluations of self-esteem in upward communications.

Likert, Rensis. The Human Organization. New York: McGraw-Hill Book Company, 1967.

A science-based system of management is described with the focus on the systemic nature of the enterprise and the motivational forces at work. Throughout the book, findings and concepts are presented in relation to the relative productivity of four different kinds of organizations: the exploitive authoritative, the benevolent authoritative, the consultative, and the participative. The appendices provide profiles for evaluating organizational characteristics as well as patterns of personal relationships.

Maier, Norman R.F. Problem-Solving Discussions and Conferences: Leadership Methods and Skills. New York: McGraw-Hill, 1963.

The emphasis is on those problems for which the acceptance of the decision is clearly a more important objective than its quality. Conference skills permit the effective use of a greater range of intellectual resources which gives higher quality decisions as a by-product.

Roethlisberger, F.J. Man-In-Organization. Cambridge: Belknap Press, 1968.

Twenty-six essays written in a light-hearted vein over a forty-year span concerned with bridging the gap between the theory of how administrators ought to act and how they do. Each essay, many with comments of recent reflection appended, tries to find a practical ground after stating both sides of "ought to" and "does". The index is ample for locating specific problems.

Roy, Robert H. The Administrative Process. Baltimore: The Johns Hopkins Press, 1958.

A series of case histories with analyses designed to reveal the attributes of administration and to demonstrate that problems can not be solved by logic alone. The human element must be considered when delegating authority, planning, communicating or establishing morale. Cases tend to be drawn from industrial engineering, but the points are applicable to government.

Saltonstall, Robert. Human Relations in Administration. New York: McGraw-Hill, 1959.

The book is addressed to middle managers who are responsible for effective teamwork and maximum productivity. The author emphasizes developing skills for analyzing relevant facts, for making decisions and for taking responsible action through others by means of charts, diagrams, supplemental readings and a host of case histories (which make up half the book). The section on human problems and behavior at work is particularly applicable to libraries.

DOCUMENT K

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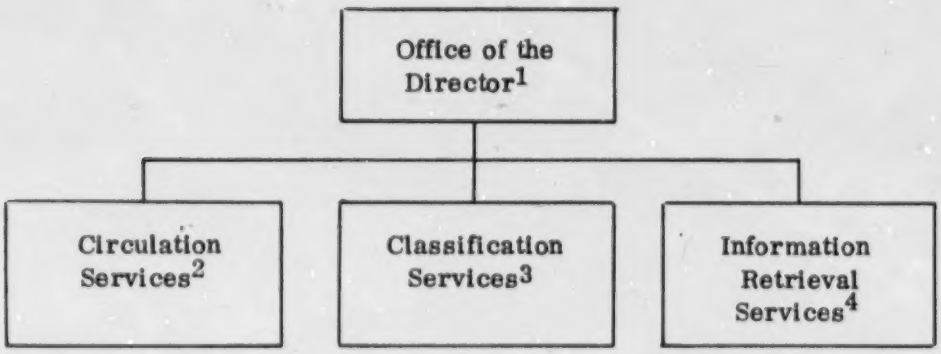

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